

## Agency Human Resource Services

# AHRS Periodical



Virginia Department of  
**HUMAN RESOURCE**  
MANAGEMENT

**Special points of interest:**

- Guidance pertaining to the 2015 performance management process is available on DHRM's web site.
- Key dates are important.
- PMIS will be updated the evening of November 25, 2015.

## Performance Management Reminders

The 2015 Performance Management guidance memo and summary checklist are located here: <http://www.dhrm.virginia.gov/agencyhumanresourceservices/compensationmemos>.

Please be mindful of the following key dates.

**November 4, 2015**

Notify your assigned AHRS consultant if you would like for DHRM to enter a default

rating of "C" for unrated employees as in past years .

**November 19, 2015**

November 19 is the last day to enter ratings. Contact [pam.watson@dhrm.virginia.gov](mailto:pam.watson@dhrm.virginia.gov) regarding need for extensions. DHRM will apply the mass "C" update during the evening.

**November 25, 2015**

DHRM will update PMIS with the 2015 performance ratings during the evening.

**November 26, 2015, and beyond**

Late or revised ratings must be entered by DHRM. Contact [ihelp@dhrm.virginia.gov](mailto:ihelp@dhrm.virginia.gov).

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November 2015						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4 ★	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19 ★	20	21
22	23	24	25 ★	26	27	28
29	30					

## Statewide Pay Action Summary Report for July–September 2015

<u>Reason</u>	<u>All Actions</u>	<u>Salary Changes</u>	<u>Average % Change</u>
Agency Special Rate	806	794	0.85
Change of Duties Salary	337	336	6.51
Competitive Salary Offer	65	65	11.79
Competitive Voluntary Transfer	615	485	8.44
Disciplinary Demotion	1	1	-8.60
Downward Role Change	15	1	-6.64
End Temp Pay: Acting Status	141	141	-8.76
End Temp Pay: Additional Duties	85	85	-7.32
End Temp Pay: Special Assignment	10	10	-5.46
Field Change	46	45	5.40
Internal Alignment Salary	872	854	4.97
Lateral Role Change	107	25	5.33
New Knowledge/Skills/Abilities	363	363	7.78
Non-Competitive Voluntary Trans	238	59	1.97
Non-Routine	164	85	3.89
Perf Reduction Salary/Duties	2	2	-9.78
Promotion	564	543	13.95
Reassignment	76	3	13.51
Retention Salary Increase	116	116	6.95
Temp Pay: Additional Duties	190	190	4.99
Temp Pay: Special Assignment	27	27	2.45
Temporary Pay: Acting Status	235	235	6.73
Upward Role Change	162	124	9.62
Voluntary Demotion	63	41	-9.10
Change of Duties Bonus	29	29	2.26
Internal Alignment Bonus	2	2	3.08
New Knowledge/Skills/Abilities	55	55	1.19
Recognition Award Leave Hours	3609	.	.
Recognition Award Monetary	732	732	0.73
Recognition Award Non-Monetary	71	71	0.11
Referral Bonus Pay Out	7	7	0.63
Retention Additional Leave	1	.	.
Retention Advanced Leave	1	.	.
Retention Bonus	21	21	4.09
Retention Bonus Pay Out	312	312	4.98
Sign-On Additional Leave	11	.	.
Sign-On Advanced Leave	1	.	.
Sign-On Bonus Pay-Out	21	21	3.72
Suggestion Award Leave Hours	1	.	.
<b>Totals</b>	<b>10174</b>	<b>5880</b>	<b>4.75</b>

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*For the third quarter, there were: 4,239 base salary increases averaging 6.77%; 418 base salary decreases averaging -7.68%; and 1,250 bonus actions, averaging 1.92%.*

*Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.*

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## Hiring Policy 2.10: Courtesy Interviews and Follow-up Questions

### Courtesy Interviews

So-called “courtesy” interviews are discouraged for a number of reasons.

Screening applications based on the documented criteria (minimum and preferred qualifications) provides justification for successive actions in the selection process. Everyone who is interviewed should have, at a minimum, qualifications comparable to those of others interviewed. If agencies choose to conduct “courtesy” interviews, they must include all other applicants who were screened comparably to the internal applicants being granted “courtesy” interviews. This may mean including many more applicants in the interview pool than most managers want to interview.

*For example, Jake is an internal applicant who would not normally be screened in for an interview.*

*Three additional applicants have qualifications comparable to Jake’s and would not normally be interviewed. If Jake is interviewed as a courtesy, the other three candidates must also be interviewed.*

“Courtesy” interviews may do more damage than good in sending the message to the internal applicant that (s)he is considered to be qualified because (s)he is being interviewed when, in fact, (s)he may not be qualified or competitive for the position. Managers (and/or HR) should have a discussion with the internal applicants after the selection process is completed to explain skills they need to develop or how they can better prepare for the next opening. This type of coaching is far more valuable to an employee than the false sense of entitlement that may be inadvertently conveyed by interviewing him/her. “Courtesy” interviews don’t engender loyalty; they may, instead, generate false hopes and result in disappointment and resentment.

Internal applicants must complete their applications comprehensively, just as external applicants do. The person conducting the screening cannot make determinations based on assumed qualifications. Internal applicants must also be mindful that their responses to interview questions should be complete. It is not enough to say, “Well, you know what I did on that XYZ project.” They need to specify the objectives of the project and what, specifically, they did to accomplish it. The interview panel’s documentation must include specific responses that address the questions asked. Again, the interview panel cannot make assumptions based on information that is not on the application form or conveyed during the interview.

### Interview Follow-up Questions

Interview panels may always ask appropriate questions that clarify responses or apparent discrepancies on the application or increase understanding of the information as long as the questions are job-related and about clarifying information rather than coaching responses.

**Interview question:** How have your skills and experiences prepared you to manage programs? Describe the type of staff you’ve managed.

**Inappropriate follow up question:** “I know that your agency worked with us on the XYZ program and you led that effort. You were in constant contact with Jane Doe and your work helped us complete that project on time and at a considerable savings. You had about twenty people, including staff and contractors working on that, right?”

**Appropriate follow up question:** If the applicant mentions the XYZ program in the interview: “Can you tell us more about the XYZ program and your direct involvement? What was the mix of the workforce?”




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*“Internal applicants must complete their applications comprehensively, just as external applicants do. Internal applicants must also be mindful that their responses to interview questions should be complete.”*

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MANAGEMENT

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